

WE ALL HAVE A PART TO PLAY

One Borough, One Community – being London’s growth opportunity

FOREWORD – LEADER OF THE COUNCIL

This plan sets out our proposals for transforming our borough, and for transforming how our council works.

We are at a key moment in our borough’s history. We have a long and proud record of providing public services for the local community including good quality housing, schools and care for people from the cradle to the grave. At the same time, we have already sustained the deepest cuts in government support in the last few years, and further government cuts mean that we will face a shortfall of £63 million, a third of our remaining budget, by 2020.

We face a simple choice: we can do nothing and continue to cut services, or we can find new ways of delivering them. That is our challenge.

We also find ourselves in a unique position as London’s growth opportunity over the next few years. This means more development and rising house prices. Again we face a choice: if we do nothing, the borough will continue to grow. However, there is no guarantee this will benefit local residents; that we will have enough schools, or that jobs will be created for the future. We see the Council’s role as harnessing the borough’s potential for the benefit of all, where no one is left behind.

Our ambition is to make Barking and Dagenham a stronger, more prosperous place to live in the coming years with opportunity for all.

To achieve our ambition we need to change the way the Council is run. We need to be less traditional and more efficient, and spend money wisely. We are making progress: for example, we are saving £1 million in management costs. But to achieve £63 million savings over the next four years, we also need to reach a new agreement with the local community. We need to increase the opportunities for them to have their say; we need to do more to work in partnership with community and voluntary organisations to provide services; and we need to enable residents to become less reliant on us.

In a way, this is nothing new. When the Becontree estate in Dagenham was first built nearly 100 years ago, you had to be in work to get a council house and there was a

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clear understanding between the Council and the community about what they could expect from each other.

Today the Council faces huge financial challenges, but we have the opportunity of a lifetime to remake the borough according to our principles and in the image of our founders. Our task is to deliver a place for everyone and where everyone has a place in the next 100 years. We can do nothing and wish for a past that will never return, or we can seize the future before us.

This demands a different kind of leadership and a different kind of council. Our plan shows how we propose to achieve this. And it starts here.

We want to start as we intend to continue. We want to give everyone an opportunity to tell us what they think before we make our decisions in the summer.

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SUMMARY

We have a record of achievement over the last few years. So we have strong foundations to build on.

But we can't stand still – our borough has changed and is changing – we have to respond.

We are not where we could and should be – in areas such as employment, skills, educational attainment, or health, our performance is well below London averages – and our residents tell us they have higher expectations.

We have already shown that we can do more with less, but austerity is set to continue, and by 2020 we will be spending half of what we had in 2010.

At the same time the borough has huge potential – there is a great prize if we can realise our ambition to be London's growth opportunity.

In summer 2015 we began two major pieces of work – one internal (Ambition 2020, looking at how the Council works) and one independent (the Growth Commission, looking at the potential for economic growth).

This report sets out the next steps in achieving our growth vision, and our response to the report of the independent Growth Commission, which was published in February (<https://www.lbbd.gov.uk/business/growing-the-borough/our-strategy-for-growth/overview-2/>). We welcome the principles and key actions recommended by the Commission.

It explains our proposals for re-shaping the Council, and how we will provide our services. We will combine the enduring core values of the public sector, with the community involvement and flexibility of the voluntary sector, and the commercial-mindedness of the private sector.

Our context and vision demand an organisation that is designed to enable the contribution of others as well as deliver services ourselves. That means moving away from an organisation which is designed around professional service silos, to one that is designed around what we need to achieve for those who live or work in our borough – with clear long-term goals, higher standards and performance, and structures that allow our workforce and others to deliver the best possible service.

We want the views of residents, our partners, those who do business in the borough, and others who would be affected by those proposals before we decide whether to go ahead. Please let us have your views by 16 June 2016.

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BUILDING ON SUCCESS

The starting point for our proposals is a record of substantial achievements over the last few years – we are building on success.

We are a place with vision, ambition, and a lot to be proud of.

A strong commitment to economic growth and increasing prosperity

- *Over £640m of committed inward investment to deliver new homes of mixed tenure to meet the needs of all residents and new business development*
- *Over 1500 more active businesses in the borough than in 2010*
- *New cultural quarter providing opportunities for creative businesses*
- *£7.4m funding from the Green Investment Bank to replace all our street lights*

A strong commitment to providing decent affordable homes including council housing

- *£200m for building up to 1000 new council homes over the next 10 years*
- *£350m over 10 years to improve our council housing stock*
- *First council in the UK to introduce a 'right to invest' shared ownership scheme which will protect council tenants by giving them the opportunity to purchase a share of between 25% and 70% of their property.*
- *Over 1000 new homes built since 2014*
- *Barking and Dagenham Reside offering quality affordable housing to local people*

A strong commitment to families and our children

- *100% of children's centres assessed as good or outstanding*
- *GCSE attainment improved by 56% since 2005*
- *Public/private/voluntary sector partnership agreed to set up new Youth Zone to give young people affordable access to sports, arts, music and employability advice and mentoring*

A strong commitment to building pride and a sense of community around 'one borough'

- *First UK council to adopt a Gender Equality Charter as part of our commitment to social justice and opportunity for all*
- *First Women's Empowerment Month*
- *First UK council to introduce a dog DNA scheme encouraging greater social responsibility and pride in the borough*

A strong commitment to health and wellbeing

- *Partners in the London pilot Accountable Care Organisation, pioneering a new approach to health and social care*
- *Founding partner in 'Care City' developing innovation in health and care*
- *'Healthy new town' status for Barking Riverside*

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- *Over 90% of schools in the borough participating in the Healthy Schools programme*
- *Priority neighbourhood crime down by 20% since 2012*
- *Reported incidents of anti-social behaviour down by 18% since 2014*

A strong commitment to civic purpose

- *Over 100,000 people attended our 70 events to celebrate 50 years of the borough, including visit by HM the Queen*
- *The first Young Mayor for the borough in 2015*

We also have a track record of delivering our services against a background of reductions in government grant and rising demand. Between 2010/11 and 2015/16 we have implemented over £100 million in savings.

The independent Growth Commission, whose report was published in February 2016, concluded that the borough:

'has the ambition and the political will to become an inclusive, prosperous and resilient place, in which all communities have the opportunity to fulfil their potential.'

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WHY DO WE NEED TO CHANGE?

Our people

Over the last 15 years Barking and Dagenham has become one of the fastest-changing communities in Britain. This is in contrast to the post-war years when the borough was predominantly made up of traditional white working-class East End families with a close knit sense of community

Change is everywhere, but the Council remains committed to ensuring equality of opportunity for all and establishing a 'one borough' sense of community.

The population of Barking and Dagenham rose from 164,000 in 2001 to 186,000 in 2011, and an estimated 198,000 in 2014.

Population growth is set to continue. National statistics forecast a population of 220,000 by 2020, and up to 275,000 by 2037.

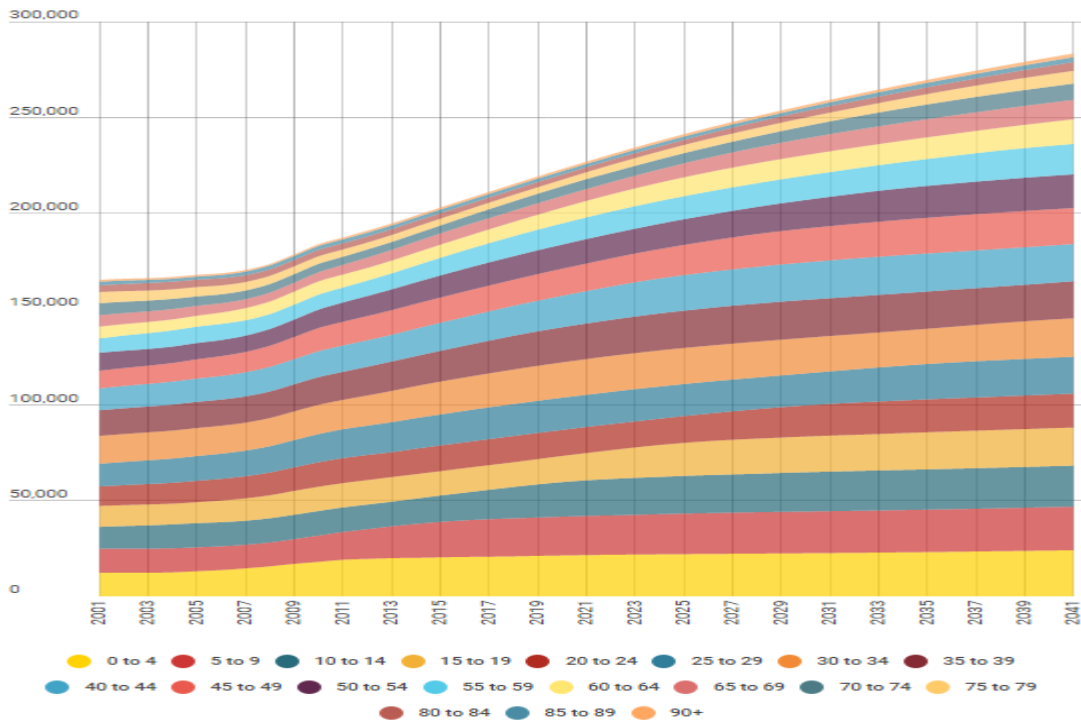
The population is much more diverse than 15 years ago – since 2001 the proportion of the population from minority ethnic backgrounds has increased from 15% to 50%. That proportion is projected to increase to 62% over the next 25 years.

Like other London boroughs, there is also rapid movement of people: between 2012 and 2014 approximately 50,000 new residents came to the borough, and roughly the same number left, meaning that the 'turnover' was almost a quarter of the total population.

The age profile of the population is also changing. Between the last two national censuses, the 0 – 4 year old age group grew significantly. More recent data show that the rate of increase in the very young has slowed, with the largest increases now in primary school ages. At the same time, the borough has the fourth highest proportion of people aged 10 to 19 in the country and has seen an increase in the 20 to 29 age group of just under a quarter.

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Population increase (2001-2041)

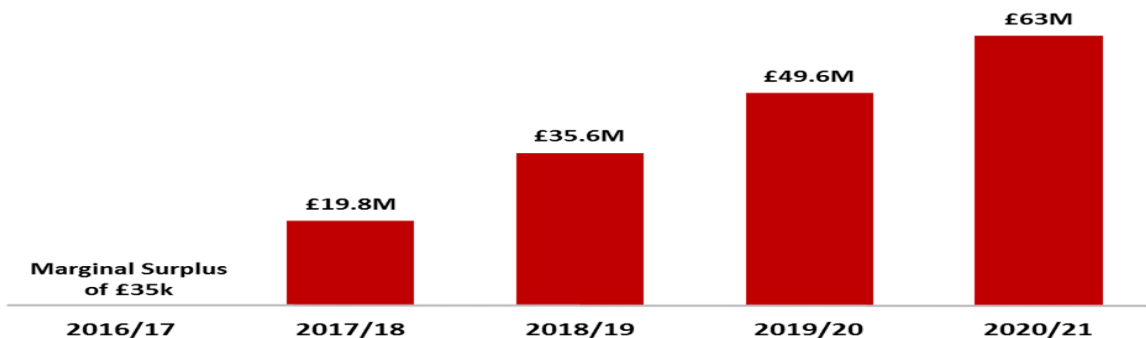


Financial pressures

Those changes have increased demand for services, adding to the huge financial challenge. Demand for services will continue to increase as the population changes and increases – but the reductions in funding imposed by central government will make it impossible to meet those demands. Without a change in approach, we would not be able to meet the most basic needs of our residents.

By 2020 the cuts in funding mean that the Council will have roughly half the amount of money that we had to spend in 2010. At the same time, the pressures caused by the growing population and more complex needs mean that we will need an additional £50 million to meet rising demands. Overall we estimate that, if we did nothing, there would be a shortfall in our budget of £63 million by 2020/21.

Budget Pressure



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National policy changes

The Government is also implementing reforms in national policy and legislation that will have a major impact on council services, residents and local businesses. They include:

- Reform of the housing and planning systems.
- Welfare reform, including a reduction in the cap in household benefits, and a freeze on working age benefits.
- Reform of adult social care, and health and social care integration.
- Promoting 'devolution deals' at regional or sub-regional levels.
- Proposals for all schools to become academies.

Those changes will have a major impact on many of the traditional approaches of the Council and the services people are accustomed to receiving.

The combined impacts of austerity, population change and government policy mean that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services we currently provide.

Instead we need to re-focus what we do so that we identify the root cause of need and tackle it, so that people have a better chance of living more independently. Our job must be to build resilience so that people are better able to help themselves.

Impacts of housing & welfare reform

New housing legislation includes:

- *Mandatory powers to require council tenants with a household income of more than £40,000 to pay market rent.*
- *Provisions to extend the Right to Buy (RTB) to registered housing providers.*
- *Forced sale of high value council homes.*
- *Duty on councils to promote the supply of Starter Homes.*

Welfare reforms include a freeze to Local Housing Allowance and a reduction in the household benefit cap, and an enforced 1% rent reduction in council housing.

These reforms together will mean that affordable housing supply will fall, private sector rents will remain high and the council will see its own stock of good quality, well managed social rent homes decline. Without a new approach, there will be a rise in homelessness, rent arrears and repossessions.

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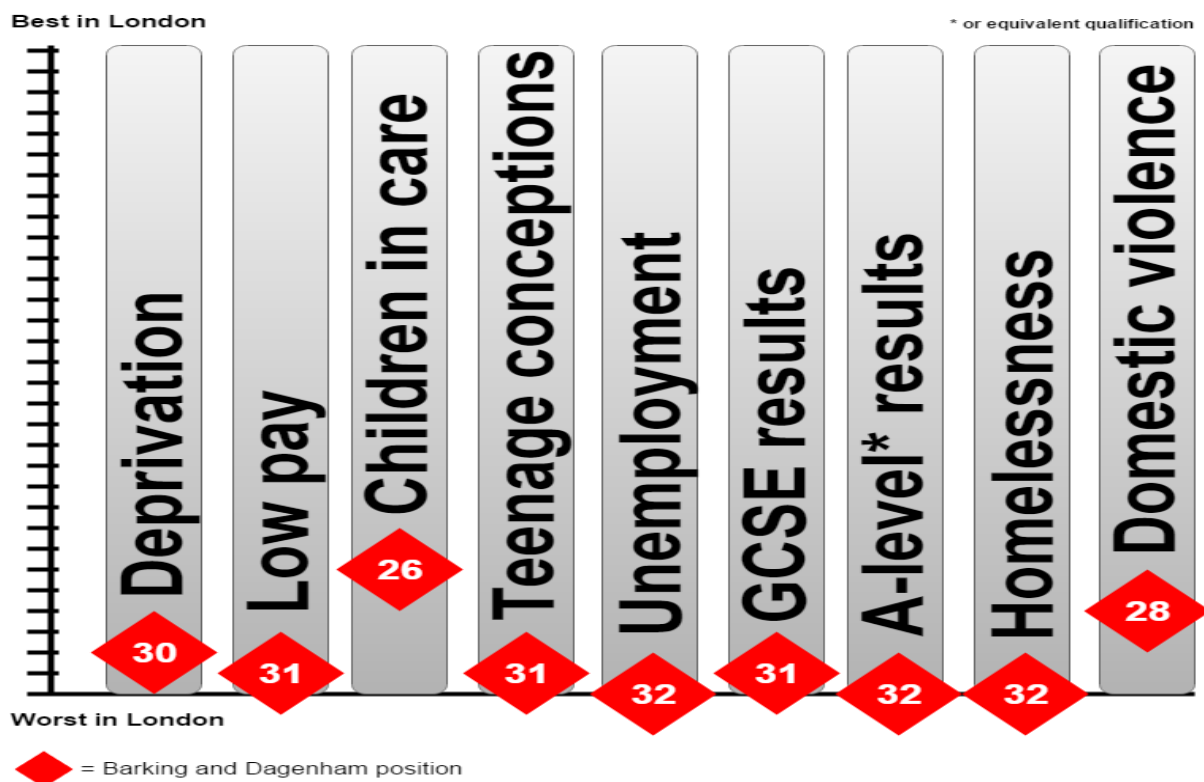
Expectations and Outcomes

We also need to change because what we have done in the past is not good enough in meeting what our residents need and expect.

In the recent residents survey 70% of our residents said that they were satisfied with the area, compared to 86% for London residents generally. Only 53% said that the Council listens to, or acts on, the concerns of local residents. Lack of confidence in council services undermines the trust of local people.

Outcomes for our residents are at the bottom of too many London league tables. People in our borough die earlier, have poorer health, and lower levels of education and skills than in most other London boroughs. Too many are insufficiently skilled, too many are in low paid work, too many struggle to find suitable accommodation to live in.

How did Barking and Dagenham compare to other London boroughs in 2015?



On many measures of health and well-being, our residents have significantly worse health outcomes than national averages – including lower life expectancy, and higher rates of obesity, diabetes, and smoking prevalence.

The prize of economic growth

The unprecedented challenge caused by the financial pressures, social and demographic change, and the policy priorities of the current government are not unique to our borough. But unlike most other areas, we have a once in a lifetime

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opportunity to secure the benefits of huge economic growth for our residents, so that no-one is left behind.

No other part of Greater London has the potential to play the role that Barking and Dagenham does in the expansion of London's economy. But we recognise that the borough is not yet ready for the scale of change this will mean. There is much work to do to prepare for this future if growth is going to be inclusive and sustainable, making the borough a better place for all our residents.

Over the next 20 years, we have the potential for over 35,000 new homes and over 10,000 new jobs in the borough. We can stand by and watch things happen, seeing inequalities increase and the weakest driven out of the borough – or we can shape the future so that the whole community benefits and prospers.

Our response to the challenges

In summer 2015, the leadership of the Council launched two major pieces of work:

- A panel of independent experts – the Growth Commission - to review the Council's ambition to be London's growth opportunity, and to recommend how to maximise the contribution of the Borough and our people to the London economy. Their report was published in February.
- We set up our 'Ambition 2020' programme within the Council to re-examine every aspect of what the council does and how we are organised.

This plan sets out:

- What we will do to realise for our residents the benefits of economic growth – and our response to the recommendations of the Growth Commission
- How we propose to transform how the Council operates.

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TRANSFORMING OUR BOROUGH - LONDON'S GROWTH OPPORTUNITY

The findings of the independent Growth Commission will help us to establish a blueprint for transforming the borough over the next 20 years and beyond. We have already seen early benefits from the Commission's work by securing one of 11 new London Housing Zones.

The Growth Commission recommended that ten key steps were essential for realising our vision. **We welcome those 10 key steps and we will now begin to implement them.**

Building on what the Commission proposed, we commit ourselves to a set of principles.

We will:

- *Develop with partners a 20-year vision for the borough, backed by a series of measurable goals.*
- *Support the renewal of civic culture through much more active involvement of the local people and communities, organised and empowered to support and challenge the public and private sectors.*
- *Develop the housing offer in the borough to reflect London's diversity - including social housing for rent, affordable sub-market stock, a well-regulated private rented sector and a very substantially increased stock of owner-occupied housing.*
- *Increase a vibrant local business community providing a home for local entrepreneurs and businesses, large and small from around the world.*
- *Leave no-one behind, ensuring that everyone has the opportunity to fulfil their potential and benefit from the borough's growth.*
- *Ensure that the local community and business, as well as the Council and other public sector organisations, each play an appropriate leading role.*
- *Benchmark everything the Council does against the excellence that is part of the best of the Borough's history in housing and manufacturing.*
- *Take decisions based on the very best available evidence.*

Over the next 12 months, we will lead the development of the 'Barking and Dagenham Manifesto', which will set out what the borough needs from its London and national partners, with a programme to develop those proposals and a sustained commitment to seeing them delivered on the ground.

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As part of our 'Ambition 2020' programme to transform the Council, we propose to set up a borough-wide regeneration vehicle as recommended by the Commission. That would bring together the expertise of the Council, other statutory partners, and the private sector in a new Council-owned company to manage the delivery of the borough's housing and regeneration plans.

We will ensure that our progress in implementing these, and the other recommendations, is reviewed and reported publicly on an annual basis. Once agreed, the key targets in the Borough Manifesto will provide the framework for managing our performance and the accountability of others for achieving them.

The Commission's recommendations about each specific area of the borough will be considered as part of the local planning processes. We will not, however, be taking any further action on their proposal to consider a large scale voluntary transfer (LVST) of the council's housing stock. We do not consider that it would be financially beneficial at this stage; and we believe that the management of our council housing stock can be better achieved by a different approach - which we are proposing as part of our plans to transform the council - 'My Place'. We also do not agree with their recommendation to pause the development of Barking Riverside when we should be looking to accelerate it to boost numbers of new homes.

We will be engaging local schools and other partners in considering the Commission's recommendations about supporting people through early years, educational attainment, and skills development. We will formulate our action plans in the light of that engagement. Given the current government proposals on schools' funding and status, we will need time to work with our education partners on the right targets and priorities. But we are clear that closing the gap with London and exceeding the average is an essential ambition for our children and young people.

We believe that the residents should also reap the benefits of economic growth by seeing the profits from investment being re-invested in our public services. The Council will develop a capital investment programme of our own.

This will involve the identification of potential investment opportunities in both residential and commercial properties. Our aspiration is to invest as far as possible inside the borough to act as a boost to regeneration and economic development. Investments will be sought outside the borough if they provide an appropriate level of return.

In addition to the 10-year plans which we already have to invest £200 million in new council homes and £350 million in maintaining our stock, we propose to invest at least £100m over the next 5 years, with a target net rate of return of 5%. That will generate an annual net income for the Council of £5 million by 2020/21.

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TRANSFORMING OUR COUNCIL – ‘AMBITION 2020’

Our ‘Ambition 2020’ programme began in summer 2015, designed to create a sustainable organisation that can live within its means; tackle the challenges the borough faces; respond to the Growth Commission findings and deliver our Council’s vision.

The starting point was the challenge of finding £63 million in savings over the next 4 years, on top of the £90 million savings which we have had to find since 2010.

Traditionally, local authorities reduce spending by department. We managed to do that between 2010 and 2014. But we cannot continue to do that. Other local authorities also outsource or privatise services and dramatically reduce the size of the workforce. We have no desire to take those paths.

Our approach

Our Council will combine the enduring core values of the public sector, with the community involvement and flexibility of the voluntary sector, and the commercial-mindedness of the private sector

Our fundamental values of public service, integrity, and social justice will continue to underpin everything the Council does. But we need the full involvement of local people to build relationships of trust, and the flexibility to respond in ways which help to break the cycle of dependence. And we have to be more commercially-minded and entrepreneurial so that our services can be financially self-sufficient wherever possible.

In short, we must transform our organisation to work in a very different way.

Our own staff told us that our traditional incremental, salami-slicing method of budgeting and cost reduction would not work. Over the year, we involved hundreds of our staff through workshops, briefings and focus groups. They encouraged us to be bold, and they urged us to redefine what the local authority is for and what it can do.

That echoed the conclusions of a peer review of the Council’s effectiveness carried out by the Local Government Association in 2014. The review concluded that:

‘Only by genuinely revising what it does and how it operates can the council seek to address the financial, social and economic challenges being faced. It is also vital to get the council’s core services and delivery right.’

Our Council of the future will need to excel at five things:

- **Providing consistently outstanding customer service** - we need to improve how customers get access to information and services and find

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innovative ways to enhance the customer experience **and build trust** whilst reducing demand and therefore cost.

- **Shaping a place that people choose to live in** – That means creating and maintaining areas that are attractive and affordable. That includes excellent schools, a safe and clean environment, culture and leisure facilities, and heritage.
- **Being commercially minded and financially self-sufficient** - Making our Council commercially astute, with the capability to innovate and to maximise income, and a constant drive to improve our efficiency and productivity.
- **Building public engagement, greater responsibility and civic pride** – this includes a focus on clean streets and enforcement, holding private sector landlords to account for the condition of property they own, and running a wide and varied Council events programme promoting a sense of community and attracting people to the borough.
- **Reducing service demand** - A coordinated approach to reducing demand through early and effective intervention including key services such as social care, housing and integrated health.

In developing our proposals, we have been clear that the Council should remain a fair employer, able to attract and retain high calibre staff. We will work closely with the trades unions, seeking to avoid compulsory redundancies.

We also reject the approach of wholesale outsourcing or privatisation of services, where the benefits and profits are realised by the private shareholders.

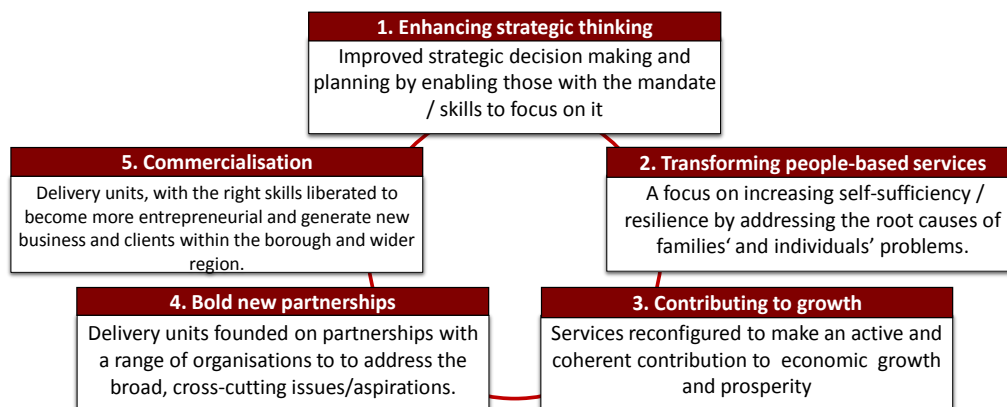
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Our organisation

We propose to establish a new operating model for the Council, moving away from an organisation which is designed around professional service silos, to one that is designed around what we need to achieve for our residents.

As the Local Government Association review identified:

‘The council needs to make a massive shift in relation to how it corporately uses resident insight, lobbying/public affairs, community engagement, internal and external communications and performance management to deliver the vision and priorities. They aren’t at the level they should be. Moving forward, the organisation needs to have different, and much more demanding, expectations of what is delivered through the ‘corporate core’ and these functions .’



We have already established a new Strategic Leadership Team within the Council. That team will be responsible for supporting Members to develop the long-term goals which will be captured in the ‘Borough Manifesto’. They will then articulate these into 5-year strategy and commissioning plans that will include detailed evidence and clear targets and measures. These plans will in turn drive the determination of contracts or service agreements, ensuring that delivery is focused on the achievement of the Council’s goals. Finally, annual service plans will be agreed so that performance can be managed day-to-day.

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The Strategic Directors will be accountable for delivery of the key goals, and for ensuring that all the statutory duties of the Council are met. This will entail a new approach to leadership and accountability which can work with a 'mixed economy' of service provision – whether directly by the Council, working with partners, or by others who are commissioned or contracted to provide services.

For example, we know that raising educational attainment will be essential to give our young people the best chance of getting access to higher education and improving their career prospects. The Council does not run schools directly – and current government proposals would make all schools become academies - but it is the Council's role to set overall goals for education and support for children and young people, to commission the right provision from schools and others, and to hold them to account for performance.

In order to work in that way, where the Council is not the main provider of all services, the Council has to become much stronger in developing strategy, setting clear and measurable objectives to support the strategy, and commissioning services. The Council's existing departmental and corporate strategy and policy departments will be supplemented with some new capacity to ensure that our policy and planning are based on good evidence, sound analysis, customer insight and intelligence.

The corporate 'core' will also provide support functions such as HR, Finance and IT and will own the Council's main customer access channels. We estimate that the changes to the structure and operation of the Council, as set out below, together with improving efficiency in our transactional support services will enable us to make £5 million of back-office savings by 2020/21.

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How we will provide our services

We will no longer have separate functional departments or directorates. We will shape our organisation around the needs of people, the place, and our goals.

The delivery of services will be undertaken by a range of 'Service Delivery Blocks'. Some of them we propose should be in-house, and some should be at arm's length, so that they are able to generate the income to become self-funding and to re-invest.



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Supporting people

As the core of our people-focused services, we propose to establish '**Community Solutions**' to identify and resolve the root cause of an individual's or family's problems.

We intend to move from separate departments to coordinated and integrated services for residents who need help. Current services often work in functional silos, tackling single issues and failing to address the underlying reasons why the person may be looking for help. The combination of rising demands and financial pressures mean that we have to re-think our approach. In future, we propose a single service for those who believe that they need help - whether that concerns housing, welfare, employment, social care, or other issues.

The purpose of the service will be early resolution and problem-solving to help residents to become more self-sufficient and resilient. It will tackle the multiple needs of households in a joined-up way and at an early stage. It will comprise multi-disciplinary and multi-agency teams that will collaborate closely with the voluntary and community sector and others to deliver early intervention and preventative support.

The detailed design of the service is at an early stage, but we envisage that it would provide:

- Universal self-service and voluntary and community provision – such as online directories of services available from both the council and voluntary organisations; online self-assessment and signposting; a user-friendly tool that helps residents and front line staff identify needs and understand available support; and front-line staff – in the Council, from partner organisations, from voluntary organisations and community champions - trained to recognise a wider range of needs, provide low-level support and signpost to the available services. Most people should be able to resolve their issues at this point.
- Support for households who are experiencing difficulties – a range of services maximising opportunities for early resolution and increasing independence; with some outreach services aimed at those who are identified to be “at risk”.
- Targeted support for those who need it to tackle multiple issues - for eligible households a 'Community Solutions' case co-ordinator will coordinate services around the individual or household to tackle underlying issues.

This service is the engine room of our vision to see our residents benefit from growth. It will be driven by an ethos of resilience and self-help. For most adults of working age the route out of poverty is employment. The service will therefore have a strong orientation to helping individuals to obtain work or to develop skills to obtain better-paid jobs.

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Current council services that would form part of the 'Community Solutions' service include:

- Housing allocations and determination of housing need
- Parts of adult social care providing advice and information
- Integrated youth services
- Children's early intervention; family support; Early Years and Childcare
- Employment and skills and jobs brokerage
- Financial support, revenue and benefits advice
- Parts of community safety services including dealing with anti-social behaviour
- Housing advice and preventing homelessness
- Libraries

We anticipate £6.6 million savings from 'Community Solutions' by 2020/21, £4.5 million through reduction in future demand, and £2.1 million through reduction in staffing and related changes.

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Under the banner of '**Care and Support**' we propose to bring together the cluster of services for those individuals or families who either need our continuing support or require an intervention to safeguard those who are at risk.

There will be a re-designed adult social care service; a re-designed children's social care service; and a new disability service.

The pressures of demand and financial constraints mean that current arrangements are not affordable. We should also do more for those needing care and support to improve the quality of services and the outcomes. Our aim is to enable and support more adults to live in their own homes for longer, and more children and young people to live at home with their families.

We aim to offer more choice and options for service users – children, young people and adults. We will see reduced overlap and duplication of tasks between professionals. Making sure all social work processes are streamlined and effective will ensure that children, young people and families are not involved in unnecessary and costly bureaucratic processes. There should be more access to skilled social workers and other professionals who will be able to offer a range of tools, techniques and services which will make a difference

For both adults and children, services will be smaller, more responsive and user focused. Social workers will have more contact with services users and carers. Social work teams will include a mix of staff to ensure best use is made of skilled social worker time which is in short supply. A modern electronic record system and use of up to date technology to support mobile working will give social workers more time for direct work with children, young people and adults. There will be a range of service providers and a variety of different types of provider.

We propose that there should be a single disability service for those with life-long disabilities. Services to children and adults are currently delivered separately, with significant differences in approach between services which in part reflects the differing legal positions but which are often experienced as difficult and confusing by individuals. Integration will deliver a more seamless service and better 'life course' planning. In particular, the transition from children to adult services will be easier to plan and easier for parents and young people to navigate. Where possible, we will seek to bring together health and social care services in a way which promotes independence, reduces gaps and overlaps and delivers savings by reducing demand and through economies of scale. Older people's services will cover disabilities brought about as part of the ageing process.

We anticipate £11.8 million savings from 'Care and Support' by 2020/21 - £2 million of reduction in anticipated future demand, £4.5 million of other savings (changes to service models, contracts/providers), and £4.9 million of workforce-related savings.

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Access for customers for council services will be through a single digital platform that will enable seamless on-line, phone and face-to-face contact.

At present, the ways in which people contact the council are fragmented, and inefficient, and often frustrating for customers. There are multiple contact channels, and the service is inconsistent and does not always lead to a swift resolution. Customers can be asked for the same information on multiple occasions depending on which service they contact or may be required to speak to multiple members of staff to have their query resolved.

A new customer access strategy will ensure consistency across all services and contact channels with the overall aim to make our Council “Digital by Design”. We will ensure that people will no longer be asked for the same information multiple times and can access live updates about their own requests. Customers will be kept informed of events and changes to services that are relevant to them, and they will receive progress of their contacts in a way they prefer, without having to chase.

For those who require additional support there will be online help (using web chat), a telephone service (using the contact centre) and locations across the borough where there will be staff who can provide immediate assistance or where appointments can be made to meet face to face with specialist officers. We will also aim to ensure that residents are connected to partners or community organisations where this is most appropriate.

We anticipate £5.7 million savings by 2020/21 through streamlined processes, reduced demand, and reductions to the workforce.

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We propose to create a revitalised and consolidated **Enforcement service** to promote civic pride and to shift the behaviour of those who act irresponsibly or without due regard for others.

The service will bring together all those council functions which are involved in enforcement and regulation. Current services are fragmented across a dozen different functions. Our aim is to provide a better service to residents, and to make the service and its employees more productive and effective.

We propose to develop an intelligence-led, highly visible enforcement service in the borough, which is located where it will have the greatest impact. It will be able to respond to emerging high-profile issues swiftly. We expect it to ensure that the enforcement service is self-funding and provides value for money. This includes the functions in relation to private sector landlords.

The service is an important part of our response to residents' concerns about crime and anti-social behaviour and will complement our work to design out crime as we develop parts of the borough, the role of the 'My Place' service, and the work of our 'Community Solutions' service.

Enforcement and regulatory functions should be delivered in a consistent manner which sets an acceptable standard of behaviour, where those who live, work and visit the borough have pride in the place. People should be able to report issues for all these services online/by phone easily and to get feedback on what has happened. We also want the local community and businesses to play their part in improving standards within the public realm.

We anticipate £2.9 million of savings by 2020/21, primarily from increased income, with some workforce changes.

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Shaping places

'My Place' will be an innovative new service designed to maintain the Council's assets and to support a broader approach to place management that will benefit the whole community.

Over the last decade there has been significant growth in the private rented sector. Owner occupation has fallen in the last fifteen years to 44% - the lowest level of owner occupation in London. Over the same period there has been a substantial growth in the private rented sector to around 16,500 tenancies.

The estates and streets of our borough are becoming more diverse in terms of tenure with a varied mix of council tenants, private rented sector, 'Right to Buy' homes, owner occupiers, and shared ownership, all of which could be found on one road. That mix will continue to change with large amounts of private investment coming into the borough.

Increasing diversity in the housing mix has made our current tenancy management model inefficient and redundant. 'My Place' will be a new service that will become a local managing agent and handle all resident affairs relating to property. It will include tenancy management and property management for our own stock. It will also allow the council to provide management services in the open market for landlords and developers that operate in the borough and charge for this service.

It will act as the commissioner for services which maintain public spaces, using the best placed provider.

We anticipate £600,000 additional income by 2020/21 from managing agent services and lettings agency income.

'My Place' will drive local environmental improvements by commissioning and performance managing the Council's **refuse and street cleansing services**.

We propose that both those services should be retained as in-house services; but significant improvements in the efficiency of both services can be achieved. We have the highest volume of waste per household in London. The current waste service is focused on collection rather than preventing waste creation, which should be its core aim. Due to the cost per tonne for disposal and high staffing costs this service is expensive to run. We will improve public education and enforcement to reduce waste volumes and disposal costs.

We anticipate £1.2 million savings by 2020/21 from workforce related savings and waste volume reduction.

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We propose to establish a new service designed to breathe life back into the Borough's flagship **parks and open spaces** with a particular emphasis on exploiting their commercial potential for the benefit of all users.

We are a green borough with some 32% of land being parks and green spaces. We have 25 parks and open spaces, but the quality of many of these is poor. The Council has attracted some inward investment to parks, but significant further inward investment is needed for the basics of maintenance and safety, and to reverse the gradually increasing dilapidation. Our ambition is to see our parks and open spaces as assets that help deliver our growth ambition. We are seeking to become a destination of choice and it is vital that the public realm looks the best it possibly can. A high quality park can add up to 25% to the value of properties bordering high quality and attractive green spaces and making regeneration schemes work. We intend to run a public competition to generate the best ideas that will make turn our parks into attractive destinations.

We anticipate £0.6 million of additional income by 2020/21, and £0.6 million savings from workforce and operational changes.

We propose also to retain the **Heritage Service** in-house with a vigorous mission to promote the borough's past and its connection to the present and future. We will implement an improvement programme to increase visitor numbers, income and volunteering whilst reducing operational costs. The scope of the service will include - Valence House Museum (including the Archive & Local Studies Library) and Eastbury Manor House – together with any new heritage assets that may be developed. It will continue to source external funding opportunities wherever possible. However, there will be a concerted effort to drive up visitor numbers and maximise commercial opportunities

We anticipate that better promotion of the heritage attractions in the borough will boost its reputation as a place to live and visit. This will generate an additional income of £80,000 by 2020/21.

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Growth and investment

Achieving our vision will mean leading and accelerating the transformation of our borough's redevelopment and regeneration. We have embraced opportunities as they have become available and pioneered initiatives such as 'Reside'. However, realising our full potential will require a step change in capacity and in our capability to engage with the market of potential investors, to generate commercial opportunities and initiatives that will trigger government reward mechanisms.

We propose to establish '**Be First**', a new commercial growth and regeneration company charged with accelerating the pace and scale of economic, infrastructure and housing development in the borough in line with the Council's vision and 20 year goals. We propose that this is a commercially dynamic social enterprise, owned by the Council. That will ensure that any profits generated are returned to the Council.

Locating those functions in an arm's length body will allow more operational freedom to engage with the market place. "Be First" will be able to attract necessary talent to carry out its mission and the concentration of skills will lead to rapid and effective decision-making that will allow the Council to shape the environment in favour of its residents.

The new company will lead the identification of investment opportunities for the Council to pursue as a commercial investor in its own right. Many of these investments - in property, for example - will then be managed by the new proposed "My Place" service.

We anticipate that 'Be First' will generate £6 million in net benefits by 2020/21 through additional income.

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We propose to set up three other council-owned social enterprises. Putting these services on a new footing would enable them to create additional levels of income and generate new business.

'Home Services' will be a revitalised repairs and maintenance service contracted by the Council to maintain and repair the Council's own portfolio of properties. It will comprise all the services currently within the Council's direct labour organisation (DLO). The aim is to create a service that could trade, in particular offering a service to local landlords, providing the opportunity for the service to generate additional income by broadening its customer base. We propose that this is a social enterprise, owned by the Council, supported initially by external commercial expertise.

We anticipate that 'Home Services' will generate £1.7 million savings by 2020/21, primarily in workforce savings, with some additional income from trading activity.

BDT Legal will be a council trading subsidiary with Thurrock Council, to provide legal services to councils, other public sector organisations and charities. We propose that this is a local authority traded company. This will build on the success of the current traded activity of the shared legal team.

We anticipate that BDT Legal will generate £550,000 additional income annually by 2020/21 for both councils.

Traded Services will be a social enterprise, owned by the Council, that offers a range of support functions initially to the family of schools in the borough and to schools in other locations but could also explore wider markets. We will explore with schools the extent to which they want to be partners in this venture.

We anticipate £260,000 additional annual income from traded services by 2020/21.

For all these services, we consider that the proposed new model offers the best option to improve the delivery of services and to protect jobs. All these services must be able to maximise income, and we want the benefits of that income to support the delivery of public services, not private profit. Retention of those services within conventional council management arrangements would limit their flexibility to operate commercially. Outsourcing or privatisation would see the benefits going to shareholders, not local residents.

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The **leisure service** is the only council-run service where we propose to transfer the management and operation of the service outside council ownership to a 'not-for-profit' operator. We propose to invite bids to operate the service. The Council would retain ownership of the assets and lease the facilities to the operator for the contract term. There is a well-developed market of "not for profit" operators who can be expected to bid for the contract. We anticipate that there will be considerable efficiencies to be gained by transferring to an established operator, which will have lower overhead costs, greater experience and capacity to market the service and generate new business and income.

We anticipate £1.2 million net annual benefits by 2020/21.

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What does this mean for our workforce?

Our proposals safeguard jobs. Of the current workforce – which is approximately 3500 full-time equivalent posts – about 1000 posts would transfer into the proposed wholly owned social enterprises or not-for-profit operators and contribute to new income generation. If our proposed, more commercial delivery organisations are successful, those jobs can be protected.

Some reduction in the overall size of the workforce will be necessary, and we estimate that, as a result of the proposed reforms and savings, the size of the workforce will reduce by about 550 FTE posts.

The values that underpin public service and which are recognised by the council workforce will not change. However, getting the most from limited resources will mean adopting new ways of working and ways of managing that are closer to the private sector than traditional local government practice.

Continual change will be part of the future and our workforce will need to be flexible enough to respond positively to that challenge. This will mean using organisational change as an opportunity to develop and grow the skills and capabilities of our people. In part, this will be achieved as a result of providing the right tools to do the job and, in particular, a comprehensive programme of learning and other development opportunities in line with the requirements of the new models of delivery.

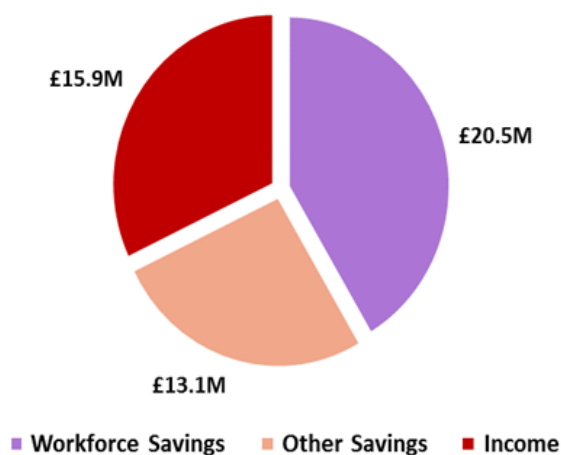
We will have high expectations of our staff, with challenging targets for performance and productivity. Good performance will be recognised and rewarded, and poor performance will be tackled quickly.

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Bridging the financial gap

If the proposals set out here are agreed and delivered, we estimate that the budget gap will be reduced from £63 million to £13.5 million. This programme of transformation should deliver £49.5 million of savings each year by 2020/21, including nearly £16 million in additional income. During that period we will aim to secure further savings through better integration of health and social care services – by exploring pioneering options such as an Accountable Care Organisation - and further opportunities to generate income.

Financial Benefit After Ongoing Cost Profile Per Category



We are confident that the proposed model gives us the best chance to manage the financial pressures, secure improved outcomes, and to realise the benefits of economic growth.

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NEXT STEPS

We are at the start of a five-year programme of transformation. We will now press ahead with the changes which will improve the efficiency of the services which we are intending to retain in house.

We are consulting residents, partners, businesses and our staff now on those proposals which would entail a major restructuring of council services or creation of new arm's length bodies.

A set of questions for consultation is at [\[insert link\]](#). We are seeking responses by 16 June 2016.

We expect to consider the responses to consultation, and then to take firm decisions in July 2016.

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TECHNICAL NOTE – DATA SOURCES

This note summarises the data sources for the statistical information and comparisons.

Deprivation: English Indices of Deprivation 2015 (Rank of Average score)

The Indices of Deprivation is produced by the Department for Communities and Local Government. The most recent version was published in 2015. Relative levels of deprivation across England are measured over a range of indicators, including:

- Income Deprivation
- Employment Deprivation
- Education, Skills and Training Deprivation
- Health Deprivation and Disability
- Crime
- Barriers to Housing and Services
- Living Environment Deprivation

These measures are combined into one overall score (Index of Multiple deprivation) and this score is then ranked for each local authority in England.

<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

Low Pay: (Annual Survey of Hours and Earnings 2015 [provisional]: Annual pay by place of residence – All)

The information for this indicator is derived from the Annual Survey of Hours and Earnings (ASHE) which is conducted annually by the Office for National Statistics (ONS). The measure used here is the average annual salary by a person's place of residence (and includes part time and full time work).

<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkhours/bulletins/annualsurveyofhoursandearnings/2015provisionalresults>

Children in Care: (LA looked after children 2015, DfE, 2015, Table: SFR34:LAA1)

This measure is produced by the Department for Education (DfE) and shows the number of looked after children (including adoptions) per 10,000 children aged under 18 years. The figure used is for year ending 2015

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/483716/SFR34_2015_Local_Authority_Tables.xlsx

Teenage Conceptions: (Office for National Statistics: Vital Statistics: June Quarter 2015)

This measure is produced by the Office for national Statistics on a quarterly basis and is the rate of conceptions per 1000 women aged 15 to 17 years for each local authority

<http://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/conceptionandfertilityrates/datasets/quarterlyconceptionstowomenagedunder18englandandwales>

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Rate of Unemployment: (Annual Population Survey – ONS, 2015)

This measure of unemployment is derived from the Annual Population Survey (APS), which is conducted by the Office for National Statistics.

The rate is based on the number of people unemployed as a proportion of the economically active population in a local authority

<https://www.nomisweb.co.uk/reports/lmp/la/1946157260/report.aspx>

GCSE results: (% of KS4 pupils attaining 5+ GCSEs inc. English and Maths 2015 – Department for Education - DfE)

This measure is produced by the Department for Education showing the percentage of pupils at Key Stage 4 achieving 5 or more GCSEs (including English and mathematics). It relates to the 2015 academic year.

<https://www.gov.uk/government/statistics/provisional-gcse-and-equivalent-results-in-england-2014-to-2015>

Level 3 results: (Percentage of students achieving at least 2 substantial level 3 qualifications DfE (provisional) 2014/2015)

This measure of educational attainment is produced by the Department for education and gives the percentage of students achieving at least 2 substantial level 3 qualifications (which are A levels or their equivalent) by local authority

<https://www.gov.uk/government/statistics/a-level-and-other-level-3-results-2014-to-2015-revised>

Domestic Violence: (MOPAC: 2015)

This measure shows the proportion of domestic abuse victims subject to repeat incidents and is compiled by The Mayor's Office for Policing and Crime (MOPAC)

<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime/domestic-and-sexual>